

## Managerial Management Style and Level in Georgian Companies



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**ABSTRACT:** The article - "**Managerial management style and level in Georgian companies**" is an evaluation of the results of the research conducted this year by the group of researchers from the Faculty of Economics and Business of Ivane Javakhishvili Tbilisi State University to find out the level and style of management there.

The respondent-employers (managers) took part in the research, of which 259 were from state companies, and 261 - from the private sector. Both the method of interviewing the respondents and the means and tools for processing and evaluating the information received from them were the same. So, no group of respondents was in a priority position during the research process. The frequency of respondent groups was almost the same ( $259 \approx 261$ ).

Employers (managers) were interviewed with 33 questions, however, only 13 questions and their answers were included in this article, because the rest of the questions were not related to managerial management style and level, but to other aspects of it.

The reliability of the answers of the respondents-employers involved in the research is high, because the managers with relatively high experience (three and more years) of work in a specific organization were predominantly included in the research, their specific weight in both sectors together amounted to 51.1%, i.e. more than half. The importance of this is that a long period of work is an accumulation of great experience in people, in-depth knowledge of the organization's ins and outs, and most importantly, a highly reliable source of relevant information for scientists and researchers.

Based on the answers received from the employer-respondent as a result of the conducted research, the authors of the article conclude that the great breakthrough between practical management and modern scientific management in Georgia actually means a gap. They justify this with the following:

- When choosing a management style, the respondent-employers prefer a style based on control (on average 37%) rather than a style based on trust (28.1%);
- 59% of companies do not have a strategic development plan, which means that multi-level strategic management is not implemented in their practice;
- 24.6% of general managers of companies make decisions on changes independently, without the involvement of employees;
- 45.6% of companies support the demonstration of the manager's power to assert his authority, etc

The authors of the article assessed the practical actions taken by the respondent-employers involved in the management of the companies as a negative, big deviation from both the latest scientific management and the management practices of successful foreign companies, and recommendations for correction are offered.

**KEYWORDS:** employers (managers); management style; management level; employee involvement in management; delegation of management function; the best supervisor; best partner.

### INTRODUCTION

The functioning of the economy is impossible without well-established, efficient management systems and knowledgeable managers. This is particularly essential for countries like Georgia, which aspire to compete with advanced economies that have long-standing economic development and knowledgeable management. This challenge underscores the importance of having experienced managers who possess both practical expertise and the relevant knowledge. This is a test that not only Georgia but also many other countries with developed economies have successfully passed. The United States, Germany, Great Britain, France, Japan, and others have become highly developed precisely because they have well-qualified management. Today, they remain highly developed precisely because they have highly skilled and knowledgeable managers.

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In the 1990s, in the wake of independence, Georgia embarked on the management of its economy and business entities through American programs. This initiative initially yielded tangible results, but later, in a more complex environment, as Georgia's old connections and institutions were dismantled and the new, somewhat inexperienced professionalism failed to replace them, the effective functioning of the economic (and business) management system could not be sustained. Now, what should be referred to as "what perplexes" questions from the perspective of practicing managers and decision-makers:

- In the realm of the managerial sector in the 1990s, 40.2% exhibit an authoritarian style of control, which is notably higher than the 64.9% observed in the public sector.
  - Among the companies in the private sector, 60.9% and in the public sector, 57.1% lack well-defined long-term differentiation strategic plans.
  - Fifthly (23% in the private sector, 26.3% in the public sector), companies' top management displays a higher level of authority in decision-making regarding changes.
  - 45.2% of managerial staff in the private sector and 45.9% in the public sector report that collective demonstrations of dissent within the team are necessary for the enhancement of individual authority.
- Lastly, 74.3% of managerial staff in the private sector and 39% in the public sector either do not fully or partially acknowledge their responsibility for errors and numerous other aspects.

These responses closely align with the perspectives of internationally renowned experts in the field of corporate management. This implies that the practical management in Georgian organizations is on par with the practices of successful companies in highly developed countries. The previous article reinforces this view and the implementation of these recommendations may ultimately lead to a substantial improvement in the overall management landscape.

### MAIN TEXT

In 2023, a group of researchers from Tbilisi State University conducted a study on various aspects of management in Georgian companies. The study aimed to explore the existing management styles, decisions regarding changes, strategic management practices, rectifying errors, handling criticism from leaders, work delegation, evaluating team members, dealing with difficult situations, and other practical aspects of management.

The study involved the participation of 520 respondents, including 259 from the public sector and 261 from the private sector (Table 1). The respondents were asked to answer 33 questions as part of the research.

**Table 1. Occupational Sphere of Respondents.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Private sector	261	50,2	50,2	50,2
Public sector	259	49,8	49,8	100,0
<b>sum</b>	520	100%	100%	-

*Source: The table is composed by the authors.*

The data reveals that in the private and public sectors, nearly equal proportions (50.2% and 49.8%, respectively) of surveyed respondents are entitled to claim that the distribution of their received answers is somewhat similar for both sectors because none of them possess significantly different domains of expertise or responsibility.

Analogous behavior is observed in a specific organization in terms of the duration of work by employees in groups (0,3 variables - Table 2, Figure 1). It was found that, as expected, in the public sector, employees with a high level of experience (3 years or more) in the organization make up a larger share in the comparison of work experience in the given organization, with 49.8% (22.6 + 27.2), which is almost half, while in the private sector, it is 52.5% (24.7 + 27.8), slightly more. This indicates that a high level of experience in a specific organization is not only an arithmetic sum of years, but it is a result of significant expertise, institutional knowledge of the organization, and a strong commitment to and responsibility for the overall result, for us - researchers, the long experience of working in a specific organization is a very reliable source of obtaining relevant information. Here we would like to emphasize that according to the cumulative percentage, the weights of those with work experience from 1 to 3 years and from 3 to 5 years do not differ significantly from each other (1-3 years: public sector 50.2%, private sector 47.5%; 3-5 years: public sector 42.9%, private sector 49%), but precisely in terms of work duration, or less experience, they have less significance in the eyes of the decision-maker.

From the 33 questions given to the respondent-employers in relation to the topic of this article, we selected 13 questions and their answers, which we analyze and evaluate in this article. These are the answers that show the gap between practical

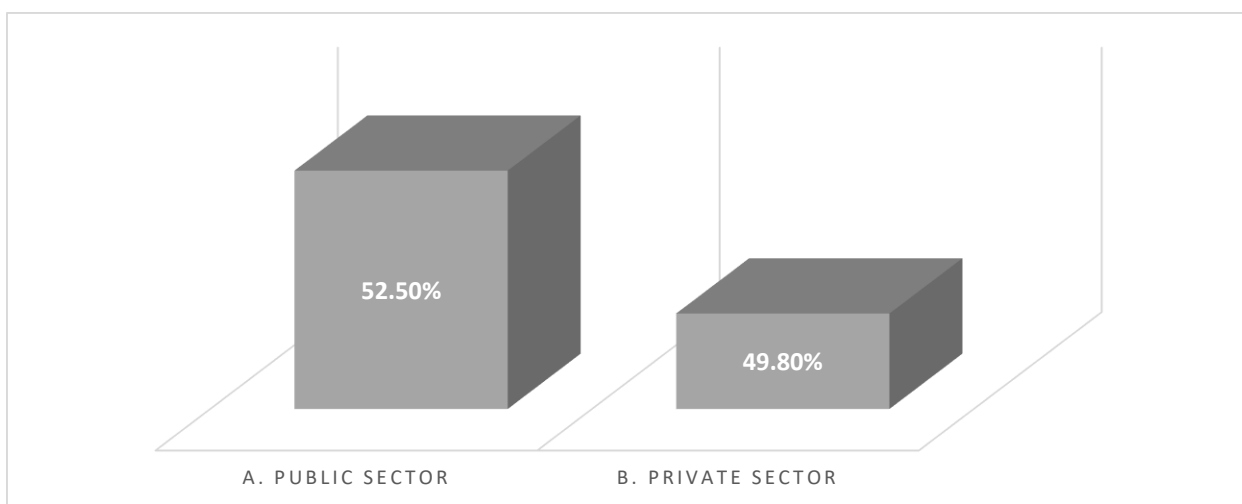
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management and modern scientific management in the business companies of Georgia. At such a time, it is known that "the combination of the manager's talent and scientific knowledge gives a guaranteed opportunity to achieve success, both in state management and in the management of the market economy" (Baghaturia & Baghaturia, 2015). However, there can be a leader who may not be educated at all, has no knowledge of management methods, but possesses the secrets of management and with his personal talent, intuition, common sense and ability to take risks achieve significant success. But, since such people are rare, and the reason for the failure (bankruptcy) of companies is often the lack of knowledge of its manager, this discourages us from discussing this issue, because it is very noticeable in Georgian companies, which we were convinced not by someone's narration, but by our own research.

**Table 2. Resident-Employee Work Experience in the Given Organization**  
(Q3 - How many years have you been working in the organization?)

	Private sector			Public sector		
	Frequency	Percent	Valid Percent	Frequency	Percent	Valid Percent
1 to 2 years	78	29,9	29,9	60	23,2	23,2
2 to 3 years	53	20,3	50,2	63	24,3	47,5
3 to 5 years	59	22,6	72,8	64	24,7	72,2
5 years and more	71	27,2	100	72	27,8	100,0
<b>sum</b>	<b>261</b>	<b>100,0</b>	-	<b>259</b>	<b>100</b>	-

Source: The table is composed by the authors.



**Figure 1. Cumulative Percentage of Respondents with 3 or More Years of Work Experience**

Source: Composed by the authors.

To the question - "Which management style do you prefer?" - 40.2% of employers from the private sector and 33.6% from the public sector supported the control-based style (see Table 3, Figure 2).

To the question - "Do you have a long-term strategic development plan in your organization?" - 60.9% of respondents-employers in the private sector and 57.1% in the state sector answered "no" (see Table 4, Figure 3). At such a time, in the era of contemporary global competition, the company definitely needs a long-term strategy to set a mission, vision, goal, ways to achieve the goal. It allows the organization to determine how to achieve the set goal, how to gain a competitive advantage in the market, how to strengthen positions in the long term, how to make the management strategic vision real" (Chokheli, 2013).

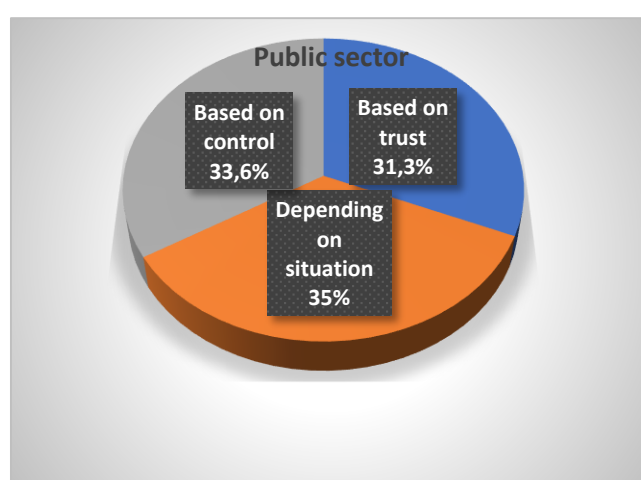
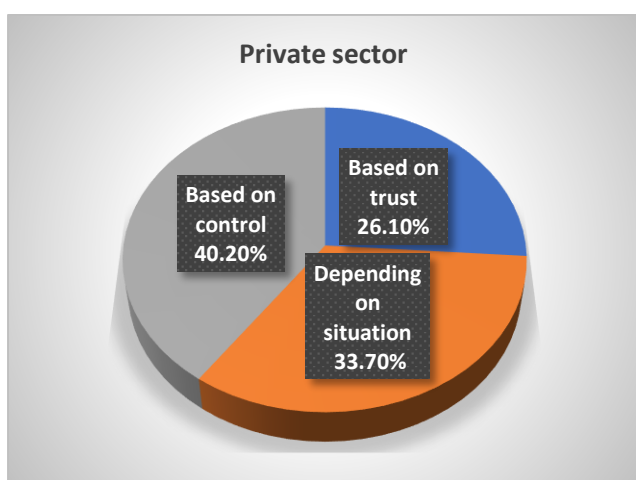
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**Table 3. Choice of Management Style**

(Q22 – "Which management style do you prefer?")

	Private sector			Public sector		
	Frequency	Percent	Valid Percent	Frequency	Percent	Valid Percent
Based on trust	68	26,1	26,1	81	31,3	31,3
Based on control	105	40,2	66,3	87	33,6	64,9
Depending on the situation	88	33,7	100,0	91	35,1	100,0
<b>Sum</b>	<b>261</b>	<b>100</b>	-	<b>259</b>	<b>100,0</b>	-

Source: The table is composed by the authors.



**Figure 2. Choice of Management Style**

Source: Composed by the authors

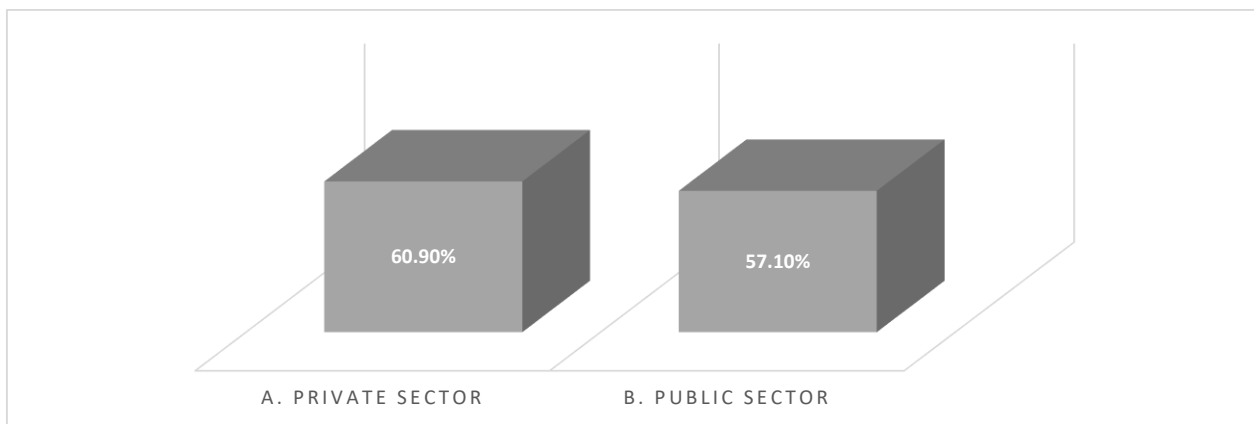
**Table 4. Existence of Strategic Planning in Companies**

(Q25 - Do you have long-term strategic planning in your organization?)

	Private sector		Public sector	
	Frequency	Percent	Frequency	Percent
Yes	102	39,1	111	42,9
No	159	60,9	148	57,1
<b>Sum</b>	<b>261</b>	<b>100</b>	<b>259</b>	<b>100,0</b>

Source: The table is composed by the authors

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**Figure 3. Absence of Strategic Planning in Companies**

*Source: Composed by the authors*

No company can function successfully without a strategic concept of its business. It shows where the company should go, what it should do if the environmental situation changes. By forming a strategic vision and mission, the company expresses the direction of its activities and the ways of achieving success in the future. Arthur A. Thompson and A. J. In Strickland's work "Strategic Management. Concepts and Cases" has such a metaphorical record: "Alice asks the cheesy cat - if you could advise me, what is the best way to get out of here? It depends on where you want to go," replied the cat (Thompson & Strickland, 2003), and further: "On the morning of July 4, 1952, fog descended on the coast of California. At that time, a 34-year-old woman - Florence Chadwick, who was determined to swim this distance to California and set a record among women - swam into the water 35 km southwest of this coast, near Catalina Island. After 15 hours of swimming, with only half a mile to go before California, Florence demanded to be pulled out of the water immediately. Florence was taken out. When asked by reporters what prevented him from swimming the remaining half mile, he, shocked by his defeat, replied: "The fog prevented me, if I had seen the shore of land, I would have definitely survived..." (Kharkheli, 2015). In Alice's case, the place where she was going, and in Francis's case, the shore of land, was the edge, which in the company's strategic plan is a competitive position, and the company is moving in that direction. After this comparison, 60.9% of the companies involved in our research and 57.1% of the state-owned companies may not have a strategic development plan and they "sail like a ship without a compass in the sea"? What is it called if the practical-managers ignore the views of theoretician scientists on strategic management? In today's global competition, can a company not worry about its future fate, namely:

- ✓ What is it like today (who are we?) and what should it be like tomorrow (who will we be?)
- ✓ What is our business?
- ✓ Where are we? Where is our business located?
- ✓ Where were we yesterday, what was our business?
- ✓ What are its strengths and weaknesses, what it can and cannot do.
- ✓ What prevents and what helps?
- ✓ Where is it headed?
- ✓ Do we have a set mission, and do we fulfill it?
- ✓ What must be done to complete the mission?
- ✓ What risks do we face?
- ✓ How sustainable is our market position, etc. (and so on)?

This situation can have two reasons: either managers are not familiar with the views of scientists on the issue of strategic management, i.e. They don't have the required level of knowledge, or they know, but they don't attach much importance to it. Both are disastrous for companies. It may not happen soon, but it will happen. Managers of Georgian companies should learn about this in time. About this, great management specialist P. Drucker also writes: "Managers have no other choice - they must become professionals in the field of long-term decision-making (Drucker & Makyarello, 2010).

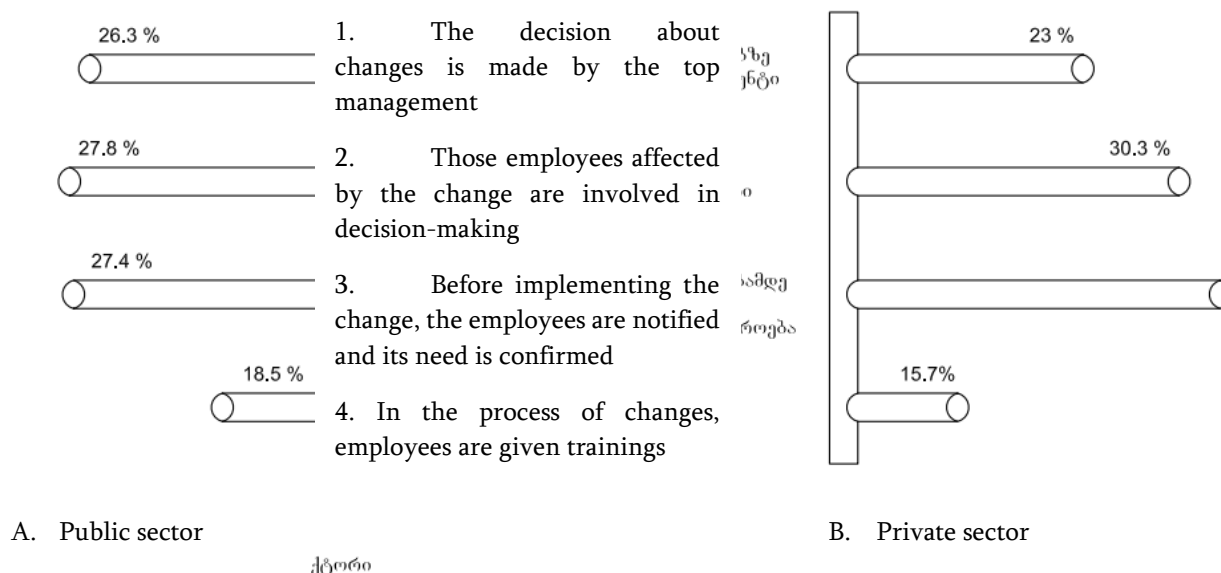
In response to the question asked during the research process - "How are changes implemented in your organization?" - 23% of respondent-employers in the private sector, and 26.3% of employers in the state sector, independently make this decision (see Table 5, Figure 4). It is true that, through research, we have established that employees are also involved in making decisions of this type in the rest of the companies, but this situation still seems insufficient to us.

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**Table 5. Implementation of changes and transformations in Georgian companies (Q32 - How are changes implemented in your organization?)**

	Private sector			Public sector		
	Frequency	Percent	Cumulative Percent	Frequency	Percent	Cumulative Percent
The decision about changes is made by the top management	60	23	23	68	26,3	26,3
Those employees affected by the change are involved in decision-making	79	30,3	53,3	72	27,8	54,1
Before implementing the change, the employees are notified and its need is confirmed	81	31,0	84,3	71	27,4	81,5
In the process of changes, employees are given trainings	41	15,7	100	48	18,5	100
<b>Sum</b>	<b>261</b>	-	-	<b>259</b>	-	-

Source: The table is composed by the authors



**Figure 4. Decision-making on changes to be carried out in the organization**

Source: Composed by the authors

To the question asked during the research - "Do they believe that it is necessary to demonstrate power to assert their authority?" - 45.2% of private sector managers and 45.9% of public sector managers answered that it is necessary (see Table 6, Figure 5), today, when team management has reigned in company management, is it permissible for a manager to demonstrate power in a team? In our opinion - no. The great management expert Peter Drucker lists eight different steps for managers to take to become effective executives. One of them is "Think and speak for the team, that is, 'we', not 'I'" (Drucker, 2018). P. According to Drucker, an effective manager should eliminate "I" from the vocabulary. He is no longer alone. He is with the team, i.e. with like-minded people united by one team. This team is his "three official family". If the manager has things organized like this in the company, he should no longer need to demonstrate his power to prove his authority.

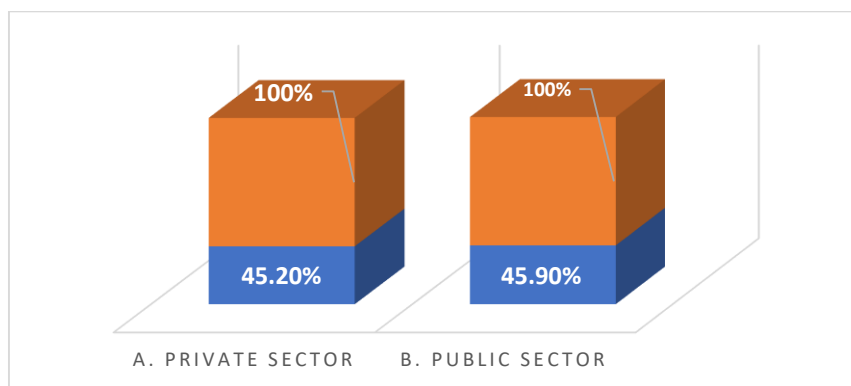
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**Table 6. Demonstration of power in Georgian companies**

**(Q9 - Do you think it is necessary to demonstrate power to assert your authority?)**

	Private sector		Public sector	
	Frequency	Percent	Frequency	Percent
Yes	118	45,2	119	45,9
No	143	54,8	140	54,1
<b>Sum</b>	<b>261</b>	<b>100</b>	<b>259</b>	<b>100,1</b>

*Source: The table is composed by the authors*



**Figure 5. Specific share of respondent-employers in Georgia who support the demonstration of power**

*Source: Composed by the authors*

Scientist Allen Keon defines power as follows: "Power is the ability to make changes in the organization, to mobilize people and to arouse the desire to act in them" (Koën, 2007), but this opportunity is given to the company manager by the official hierarchy, and because he leads the company's activities and the people employed there, he has the legal right to direct the efforts of employees in the necessary direction. Legally, this is true, but today, in the 21st century, not a "demonstration of power", but the very word "power" is considered one of the unwanted, "dirty" words, and it is associated with the disturbing violence of slave owners on slaves described in "Uncle Thomas's Cabin". Fortunately, that time has passed.

Today, for a manager to make each employee feel like a "necessary man" and an important person, it is necessary to choose and use the following four actions: gratitude, approval, respect, attention (Rokhvadze, 2020).

The first is gratitude. Take every opportunity to thank employees for a job well done and for their contribution to the company's success. The more times you thank an individual, the more valuable they feel and the more motivated they will be to live up to your trust in them.

The second way is approval. Always praise people for any achievement, big or small. Praise them for their suggestions and vision, for their thinking. Individuals always receive praise emotionally, which increases their self-esteem and self-esteem. It is necessary to praise a person immediately and for a specific thing, so that it seems that the praise was sincere.

The third way in which you make a person feel his importance and value is respect. Constantly compliment employees on qualities such as perseverance. Compliment on nice clothes or achievements.

The most powerful means of increasing one's own importance and self-esteem in a person, or the fourth way, is to show attention. A person who is constantly ignored will not be committed to the organization's goals. Employees will not feel like part of a team if they only receive orders and do not have the opportunity to give feedback or contribute to the common cause. Paying attention means listening to people and not interrupting. You don't have to take their opinions into account or agree with what they say. Just let people have their say.

To the next question given to the employers involved in the research - "Do you think it is necessary to admit the mistake made?" - 61% of employers from the public sector, and only 25.7% from the private sector, confirmed its necessity and need. In both sectors, the share of employers in favor of partial recognition of the mistakes made is quite large. It is 51.3% in the private sector, and 30.1% in the public sector (see Table 7, Figure 6). It is difficult to say what the employers involved in the study mean by partial admission of error - admission of minor error, unnecessary admission of error or "narrow circle" admission of error? One thing is definitely clear, that most of them consider the recognition of the mistake of the boss as a fact of lowering the authority. A manager who thinks like this will not be able to gain trust in the team. Out of the six main factors that determine the manager's trust in the team, the fourth is "a strong spirit, that is, the will to defend one's views and admit it if one is wrong" (Maslov, 2010).



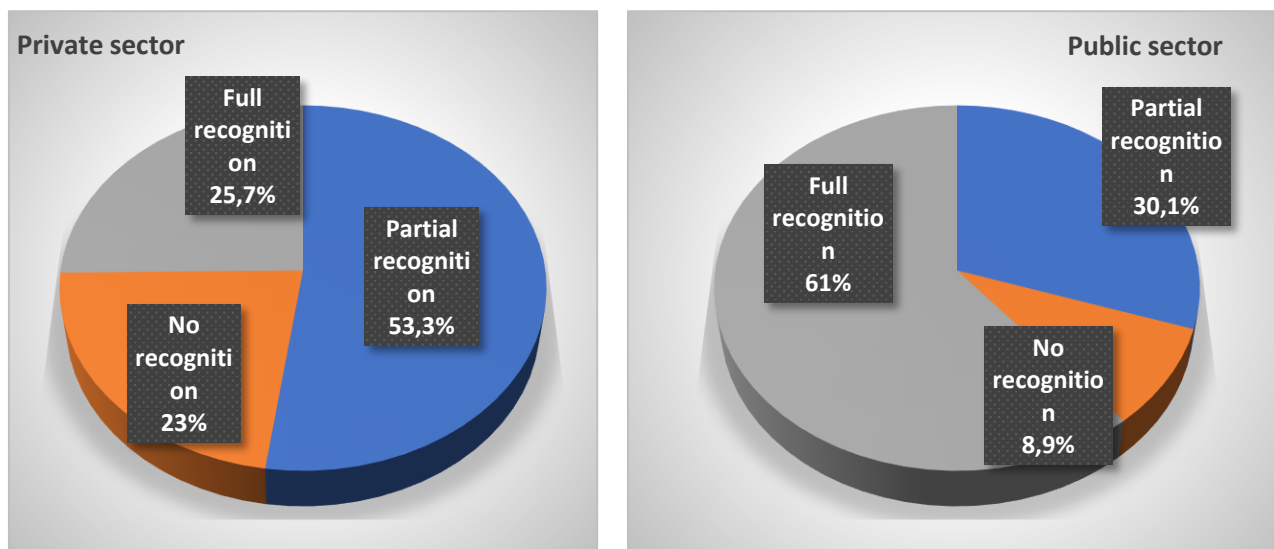
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**Table 7. Recognition of mistakes by employers in Georgian companies**

(Q14 - Do you think it is necessary to admit the mistake made?)

	Private sector		Public sector	
	Frequency	Percent	Frequency	Percent
Yes	67	25,7	158	61
No	60	23,0	23	8,9
Partially	134	51,3	78	30,1
<b>Sum</b>	<b>261</b>	<b>100</b>	<b>259</b>	<b>100,0</b>

Source: The table is composed by the authors



**Figure 6. Recognition of mistakes by employers - specific shares of those in favor of non-recognition**

Source: Composed by the authors

In Georgian managers, making a mistake and even more so admitting it is considered a weakness. Making a mistake is really a manager's weakness, but admitting it is a manager's strength. According to scientist Jones, "when leaders show their weaknesses, they show us that they are also ordinary people... Showing weaknesses is a prerequisite for gaining trust in the team. It creates a sense of equality between the manager and the employees. Sharing adversity is necessary so that employees can see that you are also a real person..." (Jonson, 2005).

The respondent-employers involved in our research expressed different opinions on the question - "Who are considered the best leaders?" 34.9% of private sector employers considered such leaders who have an individual approach to team members, and 36.3% of public sector employers considered those who create a free atmosphere for expressing opinions in the team. Other managers were supported by fewer employers, 30-32% on average (see Table 8, Figure 7). In our opinion, the opinion of public sector employers is more correct that the best leader is the one who creates an atmosphere of free expression of opinion in the team. However, all four answer options in Table 7 are acceptable. It would be better to combine them in one answer, because each of them shows well the unique approaches of the manager in managing the team. This also applies to the individual approach to the team members (recall the division of science by Mayer-Briggs into 16 psychological types of people, who obviously need different approaches (Bakashvili, 2022), and the creation of conditions for mutual support and cooperation in the team (recall the admonition of the American scientist Meredith Belbin, who established it after 10 years of observation on teams: "Not intelligence, but balanced skills and roles are the prerequisites for successful cooperation in a team" (Belbin, 2003) and the creation of an atmosphere of free expression of opinion (remember the three postulates of creative development by the English scientist John Hawkins, of which One of them is "freedom of expression, i.e. freedom to manage one's own ideas" (Hokins, 2007).

In our opinion, it is even difficult to choose from this list of qualities of the best leader, because all of them, and not just one, should characterize a good leader. It would be better to ask a question with the following content: Which of the following qualities do you consider to be the best qualities of a leader? And then listed both good, average and bad characters. In addition, the respondents would be allowed to make independent offers.



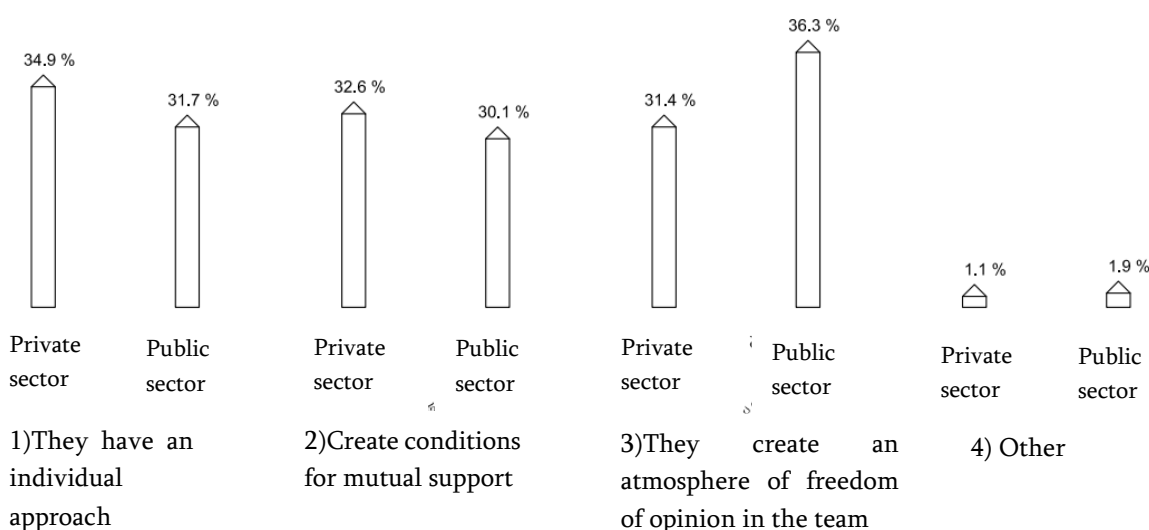
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**Table 8. Manager's assessment in Georgian companies**

(Q29 - Who are considered the best leaders?)

	Private sector			Public sector		
	Frequency	Percent	Cumulative percent	Frequency	Percent	Cumulative percent
They have an individual approach to team members	91	34,9	34,9	82	31,7	31,7
Create conditions for mutual support	85	32,6	67,4	78	30,1	61,8
They create an atmosphere of freedom of opinion in the team	82	31,4	98,9	94	36,3	98,1
Other	3	1,1	100	5	1,9	100
<b>Sum</b>	<b>261</b>	<b>100,0</b>	-	<b>259</b>	-	-

Source: The table is composed by the authors



**Figure 7. Being considered the best supervisor**

Source: Composed by the authors

To the question - "Who do you consider to be the best partner in the team?" - 4 probable answers were given. The same situation is created here as in the assessment of the best leader. The weights of the first three answers given by the respondent-employers of both sectors are almost equal (within 28-38%) (see Table 9, Figure 8). Moreover, it is desirable that a team member, or a partner, has all these answers not separately (one for one, the other for another, etc.), but together, that is, these qualities are included in one person. Here too, as when asking the previous question (we have in mind the assessment of the best supervisor), it would be better to ask the following content question - which of these qualities of a partner do you consider the best for his recognition?

**Table 9. Evaluation of the best partner in the team**

(Q28 - Who do you consider to be the best partner in the team?)

	Private sector			Public sector		
	Frequency	Percent	Cumulative percent	Frequency	Percent	Cumulative percent
Those who are more experienced than me	76	29,1	29,1	74	28,6	28,6
Tries to make a decision as a team	95	36,4	65,5	83	32	60,6

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Does not demand excessive attention from management	88	33,7	99,2	98	37,8	98,5
Other	2	0,8	100,0	4	1,5	100
<b>Sum</b>	<b>261</b>	<b>100,0</b>	-	<b>259</b>	<b>100,0</b>	-

Source: The table is composed by the authors

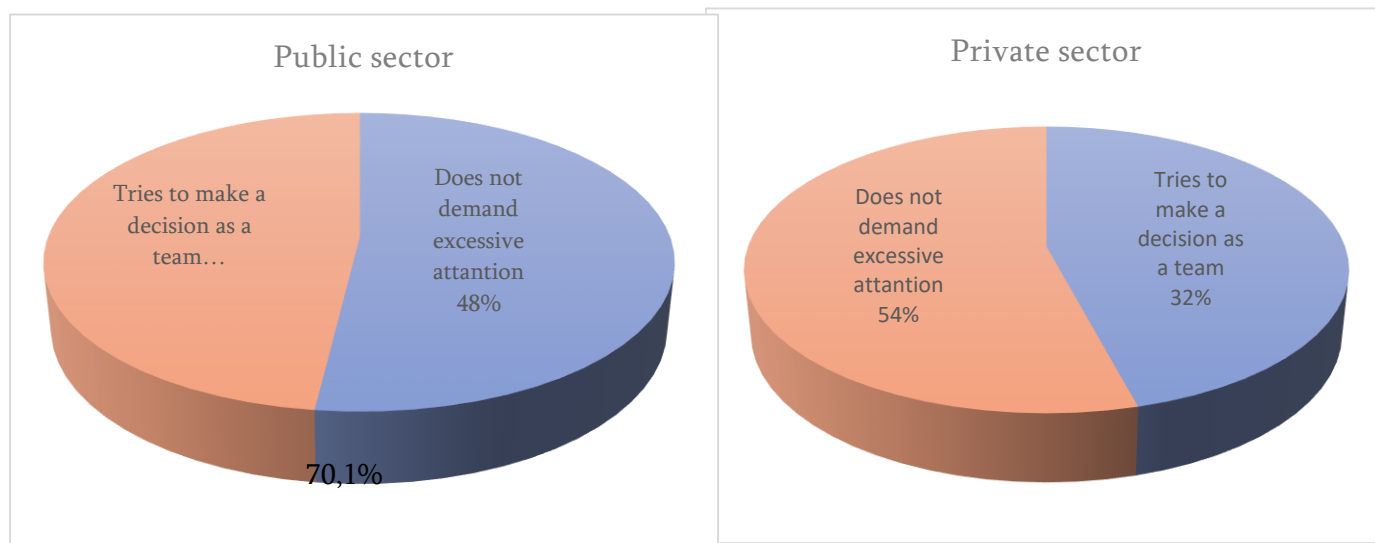


Figure 8. Being considered the best partner

Source: Composed by the authors

Despite all of the above, the status quo of the answer given to the already asked question is that the cumulative specific share of the second and third answers of employers in both the private and public sectors was 70.1% respectively ( $36.4 + 33.7 = 70.1\%$ ) and 69.8% ( $32 + 37.8 = 69.8$ ). Because these values exceed the cumulative percentage of the first and third responses ( $29.1 + 33.7 = 62.8\%$  in the private sector,  $28.6 + 37.8 = 66.4\%$  in the public sector). This means that the respondent-employers involved in the study Basically, these two answers (these two qualities) are considered the best way to recognize a partner working in a team.

To the question - "Do you think it is possible to criticize the team leader?" - the respondent-employers, who are leaders in their company, answered this personal question almost the same in both sectors: 35.37% answered that it is possible, 34.37% said that it is not possible in public, and 28-29% answered that it is possible, but very carefully (see table 10). If caution means that the disputant should not be overly aggressive and should be wary of the supervisor's authority, then this is understandable, but if caution means "measured criticism" of the supervisor, i.e. giving minor remarks to him and ignoring important remarks, this is not allowed.

Table 10. Criticism of company managers in Georgian companies

(Q18- Do you think it is possible to criticize the supervisor?)

	Private sector		Public sector	
	Frequency	Percent	Frequency	Percent
Yes	91	34,9	96	37,1
Not Public	97	37,2	87	33,6
It is possible, but very carefully	73	28,0	76	29,3
<b>Sum</b>	<b>261</b>	<b>100</b>	<b>259</b>	<b>100,0</b>

Source: The table is composed by the authors

In our opinion, it is permissible to criticize the leader, but it is better to do it in writing or during a personal meeting. "The manager is obliged to listen to everyone - employees, buyers, suppliers and others, and to react in time to their views (Eryashvili & Stiliarenko, 2014). This excerpt is extracted from the "International Charter of Fundamental Social Rights of Workers" developed and adopted by the European Union, which obliges all responsible persons of the company during the settlement of relations with hired workers: a) to listen to their suggestions for improving the workplace, improving working conditions and to respond to them within a set period of time ; (b) listen to their personal requests and complaints and consider and respond to them in due time" (International Charter of Fundamental Social Rights of Workers, 2018). It is true that the said charter does not say anything about the right of employees to criticize the manager, and unfortunately, there is nothing mentioned about this issue in the numerous

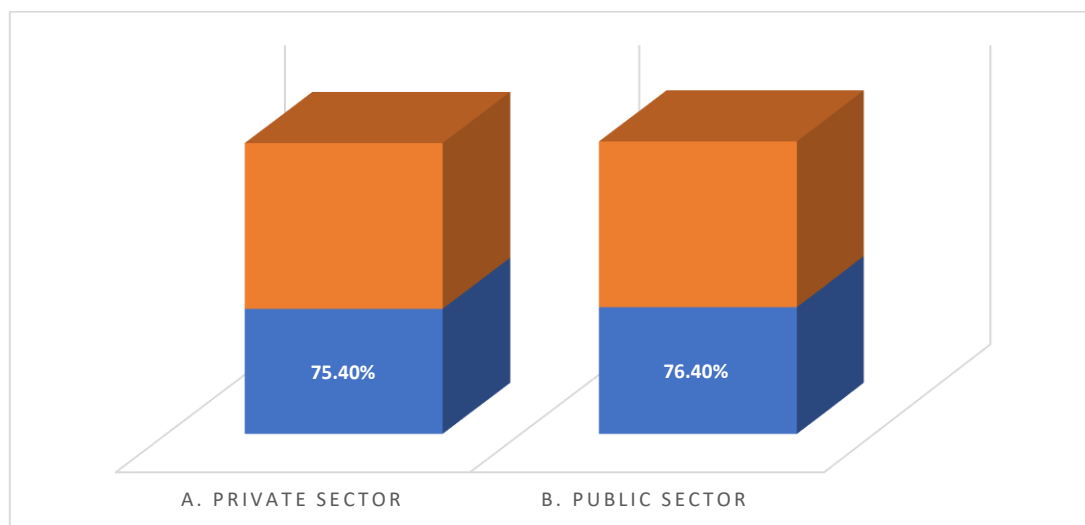
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literature on management, but since the manager of the company and the employees care about the same space, they should be able to act effectively together. This will happen if they are open to each other (Drucker, 1988) (see Table 11, Figure 9).

**Table 11. Consideration of the opinion of others in the behavior of employers in Georgian companies (Q10 - Do you consider what others think of you in your behavior?)**

	Private sector		Public sector	
	Frequency	Percent	Frequency	Percent
Yes	64	24,5	61	23,6
No	122	46,7	77	29,7
Partially	75	28,7	121	46,7
<b>Sum</b>	<b>261</b>	<b>100</b>	<b>259</b>	<b>100,0</b>

*Source: The table is composed by the authors*



**Figure 9. Consideration of the opinion of others in the behavior of employers in Georgian companies**

*Source: Composed by the authors*

The fact that the employers of Georgian companies still do not welcome and do not greatly support the criticism of the managers from the side of the employees or others, substantiates this by the following question - "Do you pay attention to what others think about you in your behavior?" - the answers given (see Table 12, Figure 10). These answers reveal that the cumulative specific weight of employers who either do not report to others at all, or do not report partially, in the private sector is 75.4% (46.7 + 28.7 = 75.4%), and the state 76.4% in Sector (29.7 + 46.7 = 76.4%). There are two points to be clarified in this behavior, namely, who are the people to whom employers do not report - ordinary people who are far from the managerial profession, or management experts, who, as a rule, have more knowledge and experience than managers. And secondly, in which behavior do employers not take into account the opinion of others - when making decisions in the main activity of the company, or when performing auxiliary, secondary activities. Obviously, a manager should be principled, kind and persistent, but he should also have "democratic thinking, i.e. the ability not to bind the thoughts and actions of his subordinates with his authority, to have the readiness to listen to the suggestions of others (especially experts - this proposal is ours) and consider them" (Капнов, 2003). This issue is more important if this or that behavior of the manager is related to the main activities of the company, in particular, the transformation of the main processes, reengineering, changing the management structure, etc. s., the implementation of which, if not justified at the scientific level, will destroy the company.

Our next question to the employers involved in the research was - "Do they take into account the skills and abilities of their employees when delegating work to them?" - we evaluated the received answers with points using a Likert scale. It was found that employers mainly take into account the skills of employees (4 points), or take them into account as much as possible (5 points) (see Table 12). According to the cumulative percentage, 57.9% of the respondent-employers in the state sector give such an assessment (25.7 + 32, 2 = 57.9%), and in the private sector 78% (35 + 43 = 78%). We cannot say that these are the best indicators. There is no doubt that the delegation of the task should be preceded by the skills and abilities of the executor. In-depth analysis: At such times, 22% of private sector employers and 42.1% of public sector employers involved in the study do not carry out such work.

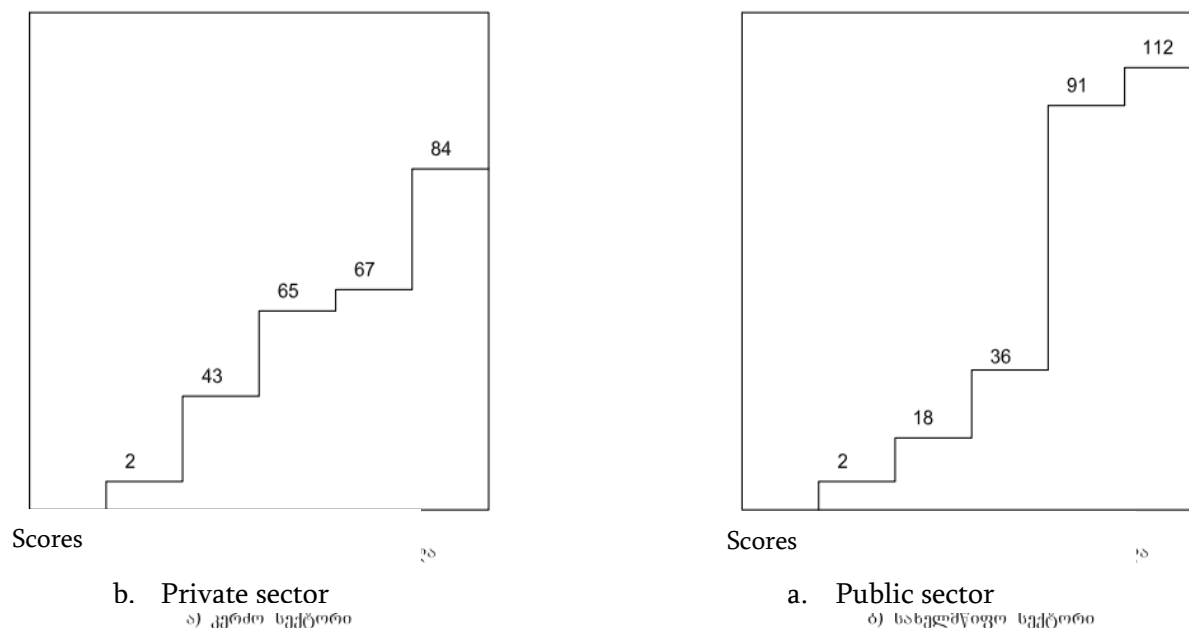
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Without this, the delegation process should not be carried out at all, because delegating company management functions to inappropriately qualified personnel will lead to the failure of the company.

**Table 12. Consideration of employees' skills when delegating work to them (Q4 - Do you consider the skills and abilities of your employees when delegating work?)**

	Evaluation score	Specific weights of point assessment (in %%)					
		Public sector			Private sector		
		Frequency	Percent	Cumulative percent	Frequency	Percent	Cumulative percent
<b>When delegating work, do you consider the skills of your employees?</b>							
Answer: I do not consider at all	1	2	1	1	2	0,8	0,8
I don't care	2	18	7	8	43	16,5	17,3
I am neutral	3	36	14	22	65	24,9	42,2
I take into account	4	91	35	57	67	25,7	67,8
I take it into account as much as possible	5	112	43	100	84	32,2	100
<b>Sum</b>	-	<b>259</b>	<b>100,0</b>	-	<b>261</b>	<b>100</b>	-

Source: The table is composed by the authors



**Figure 10. The number of employers involved in the survey, who rated from 1 to 5 points the consideration of their skills when delegating work to employees**

Source: Composed by the authors

It is not easy for the employer to give the employees the authority to perform the work independently, which also implies the free choice of the method of its execution. He loses direct control over this work. If the employee's knowledge, skills, imagination and abilities are studied, then "the result can be impressive for both parties" (Robbins & Coulter, 2019), but when the work is delegated to the employee without studying their skills, few facts of which have been shown in our research conducted in Georgian companies ( 45 companies in the private sector, i.e. 17.3%, and 20 companies in the public sector, i.e. 8%), and if they do not provide the necessary training to such workers after transferring the responsibility for the performance of work to them, each of them separately, as it is done in Pittsburgh ( State of Pennsylvania) "Mine safety Appliances Company", which provides 40 hours of classroom training to them (Robbins & Coulter, 2019). Obviously, the result of such delegation will undoubtedly be catastrophic.

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We do not have information about the economic performance of the companies included in the study (45 private and 20 state companies) that did not consider it necessary to consider their skills when delegating work to employees. Our research did not provide for this clarification. It is our deep belief that if these companies delegate important tasks with this belief, there is no doubt that they will not achieve positive results in this matter. However, we do not exclude the fact that the employers of the named companies testified to us their opinion about whether or not to learn their skills when delegating work to employees, but they did not carry out such delegation. In such a case, we advise them to read the vast amount of foreign literature available on delegating work from top to bottom employees, which will eventually convince them of the error of their own thinking.

Our research also considered the choice of action by employers in Georgian companies in a difficult situation (see Table 13) and the issue of searching for better ways of performing work (see Table 14). It was found that both private and public sector employers personally take responsibility for getting out of difficult situations (99.1% of employers in the private sector, 99.6% of employers in the public sector) and do not expect help from outside (experience of successful companies, advice from industry experts) etc.). If a difficult situation has not escalated into a crisis, and if employers are well aware of the causes of difficult situations in the company, then by taking timely, effective measures, they can really correct the created difficult situation. But if there is a crisis in the company, then an anti-crisis program should be implemented in the company in 8 stages, the first stage of which involves the creation of a work team, which will be staffed both by the company's own staff and by specialists invited from outside. Only persons with high competence in solving anti-crisis tasks should be included in this team (Королева, 2012).

**Table 13. Action of employers in Georgian companies in difficult situations**

**(Q8 - Do you think it is better to act yourself in a difficult situation or to wait for someone else?)**

	Private sector		Public sector	
	Frequency	Percent	Frequency	Percent
I will act myself	256	99,1	258	99,6
I will wait for someone else	5	1,9	1	0,4
<b>Sum</b>	<b>261</b>	<b>100</b>	<b>259</b>	<b>100,0</b>

*Source: The table is composed by the authors*

As for the question about finding better ways to perform work, its use in the private sector was confirmed by 69% of employers (34.9% agree, 34.1% absolutely agree), in the public sector these figures were 65.3% (28 agree .6%, absolutely agree - 36.7%) (Table 14, Figure 11).

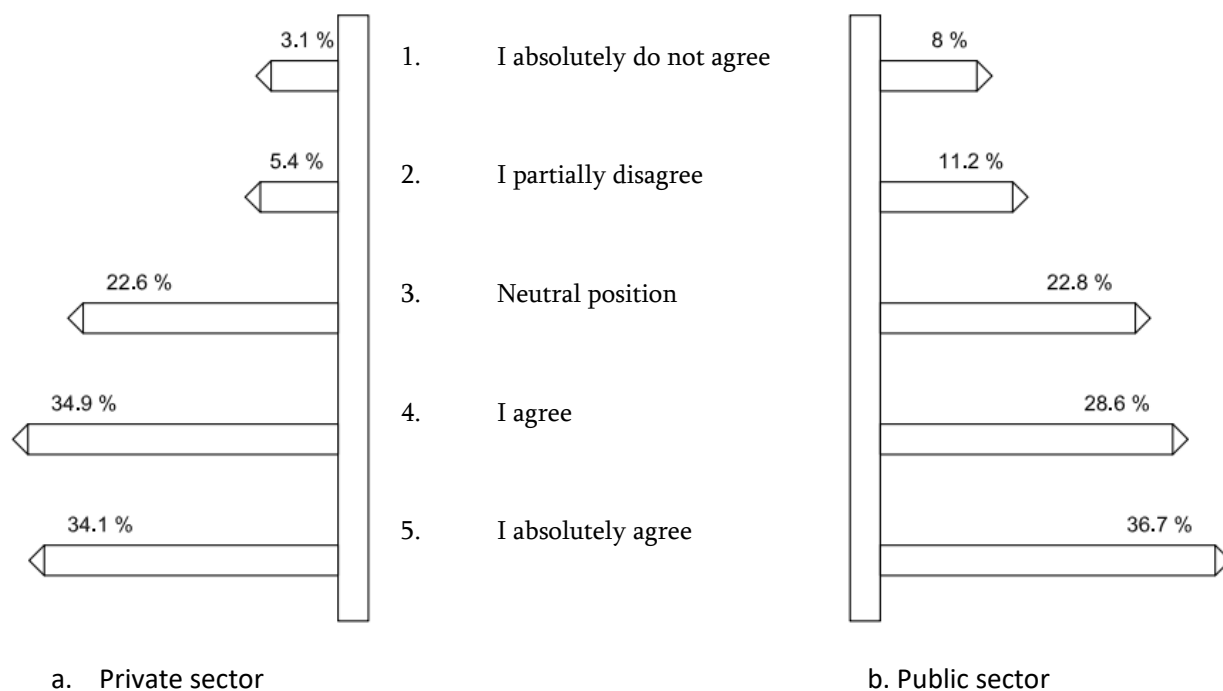
**Table 14. Finding better ways of doing work**

**(Q33 - Do I actively seek and use better ways and means of doing work?)**

	I actively seek and use better ways and means of doing work									
	Private sector					Public sector				
	1 Point	2 Point	3 Point	4 Point	5 Point	1 Point	2 Point	3 Point	4 Point	5 Point
1. I absolutely do not agree	3,1%	-	-	-	-	8%	-	-	-	-
2. I partially disagree	-	5,4	-	-	-	-	11,2%	-	-	-
3. Neutral position	-	-	22,6	-	-	-	-	22,8%	-	-
4. I agree	-	-	-	34,9%	-	-	-	-	28,6%	-
5. I absolutely agree	-	-	-	-	34,1%	-	-	-	-	36,7%

*Source: Composed by the authors*

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**Figure 11. Scoring of employers looking for ways and means of better job performance**

*Source: Composed by the authors*

Employers rated these two answers at 4 and 5 points, thereby confirming their attitude towards the use of new ways and means in the company's activities. But the answers to this question revealed the neutral position of a rather large mass of employers (22.6% in the private sector, 22.8% in the public sector), they do not agree either. Employees' search for better ways to perform work, and they do not agree with their specific weight (on average 45.4% of all employees involved in the research ( $22.6 + 22.8 = 45.4$ ) is so impressive that in today's XXI century, in the conditions of intensified global competition, It is even unbelievable that out of a survey of 590 employers, 236 employers did not support the search for better ways of doing work and only took a neutral position. This response for the business of a developing country like Georgia, which has only started the path of transition to a market economy since the 90s of XX century, is disturbing. Yes, it is. It turned out that almost half of its business subjects have not yet realized that the only chance to survive in global competition is to introduce innovations. Everything that was yesterday is already old today. In the leading countries of the world, traditional management has become history. It is already a useless system. Then, It was enough to do the work correctly, i.e. according to the instructions of the superiors, now the situation has changed. In the knowledge economy, where innovation is the basis of a company's competitiveness, employees are required not to do the right job, but to do the right job. This requires people with creative talent to manage the company. The general manager should be like that. They are called innovative people (inno-people) because "they are focused on innovative management of the company, creation and use of creative projects (Jolia, 2016). The company's top-level inoleader is oriented towards its prospective development and implementation of the company's long-term, strategic development plan, the company's mission, goals and objectives with an innovative vision. This news is not a fantasy. Well, what made the US a world superpower? The size of the territory? No - other countries have a larger area than it. The number of arrivals? No - more people than him live in other countries. The abundance of natural resources? No, other countries have more natural resources. USA became the leader of the world because of its population's intelligence, insight, thoughtfulness, all these together are the skills of a creative person, i.e. ino-human. Such type of immigrants started to colonize America in their time and with their organizational skills they created today's America. These qualities of a person are manifested in the pursuit of newness, perseverance and the ability to definitely finish the right course that has been started. These qualities are not seen in the managers of the companies we investigated - on average 59% of companies do not have a strategic development plan (that is, they do not know where they are going), on average 30-35% of companies are not looking for better ways and means of doing work, 99% of companies state, that in difficult situations they rely on themselves and not on the help of others or on sharing the experience of successful companies, when delegating tasks to employees, 12.5% of companies will not study their skills and abilities in advance (and 19.4% refrain from answering this question,

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which is a big probably mean almost the same thing), 38.2% of company managers do not take into account the opinions of others when carrying out their actions (and 37.7% only partially take account), 35.4% of company managers do not like public criticism (28.6 % yes, they only agree to careful criticism), on average 15.9% of managers do not consider it necessary to admit their mistake in the collective (and 40.7% consider it partially necessary to admit it) and many others. These facts of the work of the employers of the Georgian companies show that the management style existing in the companies of our country is very, infinitely far away from the management style implemented in the companies of highly developed countries at this stage. If the situations also developed and the Georgian managers did not change their management approach, tomorrow this distance will be infinitely large - we will go to the abyss, they will go to the top.

### CONCLUSION

The world was constantly changing and is still changing. Today's changes are faster than ever. No one knows exactly what Mermis will look like in the long term, however, one thing is clear - there are many surprises ahead. These surprises need to be met - some to be received with delight, others with less loss and less loss. Both big and small, m. Sh. Managers should prepare for this, because Mersmis will have both bright and dark challenges. We appeal to the managers of Georgian companies involved in our research: change your management style, share the current practices of managing successful companies in highly developed countries, listen and believe in the new visions of scientists in this field, think strategically and at the same time globally, because you, not only small Georgia, Rather, you are a competitor-player in one big global market. We hope you can do it. And if you can't, then our proposal will be like this - "Managers, step aside, leaders are coming!"

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